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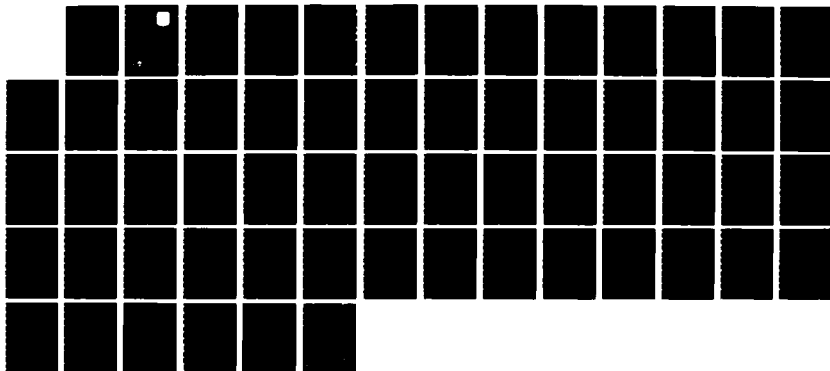
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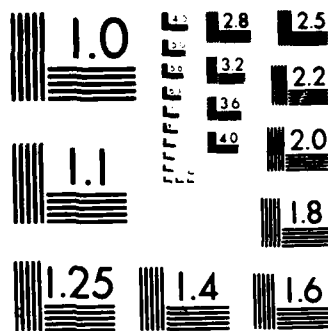
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PERCEPTIONS OF SUCCESSFUL FIELD GRADE OFFICERS CONCERNING THE
RETENTION IMPACT OF SELECTED ARMY PROGRAMS AND POLICIES

BY

LIEUTENANT COLONEL RICHARD E. WATERMAN

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20. ABSTRACT

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USAWC MILITARY STUDIES PROGRAM PAPER

**PERCEPTIONS OF SUCCESSFUL FIELD GRADE OFFICERS CONCERNING THE
RETENTION IMPACT OF SELECTED ARMY PROGRAMS AND POLICIES**

**DISTRIBUTION STATEMENT A: Approved for public
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AN INDIVIDUAL STUDY PROJECT

by

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**US Army War College
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ABSTRACT

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CHAPTER I

INTRODUCTION

BACKGROUND

During these times of concern over officer end strength, promotions, and retention, much research has been directed to identify those factors that decision makers could use in determining what policies and procedures would be the most effective in reaching goals.

The author attempted to provide insights to these questions through the responses of a very limited and select sample of officers. The selection of the group was based upon the following criteria.

Members of each group would be considered successful based upon their current status.

Members of each group would be similar in both rank and years of federal commissioned service.

Members of each group would be relatively easily surveyed.

The final groups decided upon were, members of the Army War College Class of 1987, Army members of the Staff and Faculty at the

Army War College, and Staff Leaders currently at the Combined Arms and Service Staff School (CAS3). Each group met the above criteria and still provided a diversity of interest that might be more reflective of their contemporaries Army wide.

The size of the sample as well as selectivity of the groups must be weighed in all analyses. The samples are already somewhat non-standard in that the response to the survey questionnaire had a percentage of return that was about 77 % overall. Total questionnaires distributed by group was, 180 students, 90 Staff and Faculty, and 100 CAS3 staff leaders.

The survey instrument was the result of the author's thoughts along with feedback received from five other members of the Class of 87 and three faculty members. Armed with these potential issues and the conclusions reached in "The Dynamic Retention Model developed by the Rand group in 1985¹, Lieutenant Edelstein, USN's "Retention: Is Pay The #1 Issue?"², "Nonmonetary Factors of Retention Pertinent to a Modern Volunteer Army" by the Army Research Office³ and LTC Thomas P. Ross's Military Study Project from 1985⁴, the author then coordinated with the Soldiers Support Center in the Hoffman Building for the wording and removal of bias wherever possible.

Hypotheses

It is the opinion of the author that many of the programs and policies of the Army and the perceived way that they are applied have

potentially damaging effects on the retention of officers. Although many of the most successful officers at the field grade rank remain on active duty beyond the minimal retirement period (20 years), they have experienced a number of things that are both positive and negative factors in their decisions and guidance to junior officers. The survey instrument was designed to provide a method for a select group of officers to express their feelings in a non-threatening environment.

As stated above, the selection of the sample groups was intended to provide a diversity of experience and current employment while limiting the total group to officers who had demonstrated relative success in their service and duty performance. The "background" questions, 1-10, were used to assist in correlating various comment responses with given background. Additionally, the total survey was compared by each separate group (using question 4) to provide any possible insights to differences.

No specific predictions were made as to how the population would respond to the factors but the choice of wording and categories does represent some of the author's feelings and experiences. The assistance of the Soldiers Support Center personnel was greatly needed to remove some hidden prejudices and to expand some factors to better give the respondent more flexibility in responding.

Methodology

The ideal situation would be to survey the total Army both enlisted and officers with statistical methods to remove or, at least identify, prejudice. This was not possible within the self imposed constraints of this project. The sample population actually used was considered in reaching the conclusions in the analysis of the results.

The choice of the three groups met the criteria discussed above. The driving factor was probably the ease of surveying the groups due to the time and financial constraints of the project. The "success" of the groups was determined as a result of their demonstrated performance in order to be assigned to their current status. The members of the USAWC Class of 1987 were centrally selected to attend based upon their previous actions in comparison to their contemporaries. Members of the sister services within the class were not included in order to keep the sample groups compatible in possible experiences. The USAWC Faculty Army members have proven their "success" both by the credentials they hold and the assignment policies for field grade positions on the faculty. This group additionally provided a larger spread in time in service and experience than the student of the class could. The final group, Staff Leaders at the Combined Arms and Service Staff School (CAS3), was considered to have shown "success" both by their previous performance, over 50% are former battalion commanders, and by the very strict criteria placed upon MILPERCEN in assigning officers for this duty.

The survey instrument was composed of two parts. The first 10 questions were used to develop limited background for comparison and analysis purposes. Comments 11-61 were factors/comments that each respondent evaluated and rated on a five point scale. The range was from a strong negative retention factor (1) to a strong positive retention factor (5). Although some factors were grouped for their interconnection, others were purposely dispersed to reduce dependent responses. The opportunity was given to provide written comments that either expanded upon factors or added ideas that were omitted by the survey. About 12% of those responding (34/285) included comments. These comments were helpful in expanding some of the thoughts as well as providing new insights. All of the comments have been included at appendix 2.

Statistical manipulation and analysis were performed using the Statistical Program for the Social Sciences for the IBM-PC (SPSS/PC+). Frequency responses were determined for the total instrument responses. Next, the survey responses were tallied within the separate groups. Finally each background question was used to compare each with those factors that might be affected by that background. For example, responses on dependent schools overseas would be connected to the number of family members (question 8). The total grouping of this analysis is not included but is available at the U.S. Army War College in appendix 3.

Assumptions

The following two assumptions apply to the study. First, the

sample population represents U.S. Army commissioned officers with similar "successful" credentials; it does not represent all commissioned officers. Second, the personnel that responded to the survey instrument are representative of the entire sample population of all three groups.

Purpose

The purpose of this study, and the survey instrument that was developed to support it, is to identify those factors that are perceived by a select group of officers as relative to their or others remaining as career soldiers. To the extent that these factors can be expressed as reflections of programs and policies, they may prove beneficial for consideration in future designs. The key part of this study is that the participants were officers who have served their country successfully and thus the "sour-grapes" of failure have been reduced. The opinions and perceptions of these groups should be ones to which the Army leadership would attribute some creditability.

Results and recommendations for consideration will be made available to the respective groups and the appropriate level of the Army leadership. The scope of the survey and especially the sample is limited but still should serve as the basis for either an expanded survey or serious consideration of the factors presented as key.

ENDNOTES

1. Fernandez, Richard L., Glenn A. Gotz, and Robert M. Bell. The Dynamic Retention Model. Santa Monica: Rand 1985.
2. Edelstein, Dan N. Lieutenant, USN, "Retention: Is Pay the #1 Issue?" Proceedings, June 1980: 74-78.
3. Petersen, Peter B. LTC. NONMONETARY FACTORS OF RETENTION PERTINENT TO A MODERN VOLUNTEER ARMY. Behavioral Sciences Division, Army Research Office, U.S. Army. Arlington: 1971.
4. Ross, Thomas P. LTC. "DETERMINING THE IMPACT OF FAMILY PROGRAMS UPON RETENTION - WHY SUCCESSFUL OFFICERS STAY." Military Studies Project, US Army War College, 1986.

CHAPTER II

ANALYSIS AND DISCUSSION OF RESULTS

The responses to the survey instrument were evaluated with the combining of both minor and strong positives/negatives in discussing the importance of the various questions. The extremes at either end of the spectrum of answers are of interest in the light of considerations for future policies and procedures.

Only five factors fell into a total of 85% of the responses in the extremes (combining both strong and minor factors). The most consistent positive factor was for comment number 11, JOB SATISFACTION. 83.6% of the responses were for this to be a strong positive factor in remaining in the Army. Another 11.9% responded that it was a minor positive factor. The positive responses were even greater in the student only and the USAWC faculty group. The CAS3 was only 81%. In all groups the strong positive was the dominant response. I attribute the differences from the CAS3 group to be partially the result of the intense work environment demanded to perform as a staff leader. The overall strength of this comment represents the motivation that successful officers would have in any vocation.

The second most positive responses were for comment 30, OPPORTUNITY TO LEAD. A total of 94.1 % of the responses considered this to be a strong or minor positive factor. The student group was more enthusiastic than the other two groups in their responses. Again, this phenomenon was expected based upon the fact that a large majority of the students have just come out of command.

The next highest response was for statement 49, SENSE OF PATRIOTISM. 93% of the responses considered this to be a positive factor in their remaining in the service. The ratio was two to one for it to be a strong positive factor. The CAS3 staff leaders were the most enthusiastic in their choice but all three categories of groups were similar. This factor's response is probably reflective of the age of the groups and society in general that they represent.

Comment 57, OPPORTUNITY TO MAKE A CONTRIBUTION TO THE ARMY, received 91.3% strong or minor positive responses. Again, the student group was the highest in its positive outlook but the other two groups were closer than for comment 30. These results are consistent with the groups chosen for the survey. This comment probably carries more importance than is reflected by the responses. The previous comments are all directly or indirectly influenced by one's self esteem. In this case, the esteem for a highly motivated people, such as in this survey, is strengthened by a sense of contributing. Once this feeling is removed, attitudes alter and dissatisfaction rises.

The next comment to receive nearly 90% positive responses was for number 56, POTENTIAL FOR INCREASED JOB RESPONSIBILITY. 89.9% of

the total responses were strong/minor positive for this factor. All groups were very similar to comment 57 with their distribution. The need for increased responsibility is very similar to the previous comment in terms of self esteem.

Although comment 31, OPPORTUNITY TO MENTOR, received only 82.7% of the responses in the strong/minor positive category, I have included it in this discussion because of the importance of the factor and the high response grouping. The fact that it was listed right after THE OPPORTUNITY TO LEAD may have caused some to differentiate between the two. Although over half of the respondents in both the student and CAS3 groups gave it a strong positive rating, the increase in the neutral factor category kept it below the 85 % benchmark.

The other extreme of factors to be looked at dealt with those factors that received a high percentage of strong or minor negative replies. Although none of the comments were in the 85% range, one did receive 77.6 % negative responses. This was number 58, IMPACT OF BUDGET CUTS ON INDIVIDUAL SOLDIERS AND THEIR FAMILIES. The spread of the discontent with this policy was about even with the student group being just a little stronger. This may be one of the most important conclusions to be reached by this survey.

In addition to returning the mark sensed work sheets, 34 individuals submitted written comments that either reflected an amplification of certain statements or an opportunity to express personal feelings. I have included all of the comments at Appendix 2. Some of the categories that seemed to bother a number of the

people were perceived inconsistencies in the area of pay, travel and PCS reimbursements. The appearance of different standards at the higher levels was commented upon more than once.

The comments about inconsistency in pay dealt with the fact that the Congress had just voted themselves a 14% pay raise while limiting the military to only 3%. The survey was administered at a time when the Congressional pay raise was very prominent in the media. Additionally the disparity with the compensation received in the civilian sector for the types of responsibility that most of the respondents had in the military. Many of the non-monetary compensations that the military receive have become less and less a reality. The medical, exchange, and retirement arguments are not accepted. The added effect of slowed down promotions and adjusted assignments as driven by budget considerations was a factor. The fact that the military are often required to move and travel in temporary duty status raised the question of reimbursement amounts and procedures that leave the military at a disadvantage to the civilian sector both in and out of government service.

The comments written about the double standard and lack of support of Department of the Army policies by the senior leadership throughout the levels of the Army was a bit of a surprise to the author. Both general groups, USAWC and CAS3, had comments about this subject. The troubled area seemed to be either in a lack of ethical behavior on the part of individuals or in the realm of not supporting programs and policies that had received publicity in both recruiting

and retention arenas. The ethical questions were a general comment without enough amplification of specifics but the perception is still an important one. The lack of senior level support of programs ran the gambit from Battalion Training Management System (BTMS) and other troop programs to individual things such as promotion and counseling.

CROSS-TABULATION

As stated earlier, the first ten questions of the survey instrument were intended to provide some background data on the respondents. In order to see if there were any significant differences between groups or sub-groups of the sample populations, the author cross tabulated selected factors with each of the questions. The results of this cross tabulations can be found in appendix 3. the only question that was cross tabulated with the complete survey instrument was number 4, current duty status. This question enabled the author to differentiate and compare the responses by the three control groups, AWC students, AWC faculty, and CAS3 staff leaders. The remaining questions, 1-3 and 5-10, were only cross tabulated with those factors that might show a trend or bias. An

example of this intent was question 8, number of family members, was cross tabulated with those factors that might be remotely effected by the family size. The general areas of pay, medical benefits, assignment procedures, exchange benefits, schools, housing, moving and family attitudes were included in this cross tabulation.

The data provided by comparing the three groups (question 4 cross tabulation) is the primary one that will be discussed in this section. The groups were not equal in size. The student part of the sample was about 47% of the total, the AWC faculty was nearly 23% and the CAS3 staff leaders nearly 30%. The six factors discussed earlier, in the total responses, as showing the strongest influences were job satisfaction, opportunity to lead, sense of patriotism, opportunity to contribute to the Army, increased job responsibility, and impact of budget cuts will be addressed along with some of the interesting trends. The rank of the groups were about as was predicted, 72% of the responses were from LTCs, and 25% COLs, but the majority of the LTCs came from the student and CAS3 groups while the AWC faculty provided three-fourths of the COLs. The years of service gave the same results. The total sample showed 50% of the responses from the 19-21 years, 32% with over 21 years and 18% with less than 19 years. The three groups were clustered with the 60% of the students being in the 19-21 years sector and 23% of them with more than 21 years. The AWC faculty had 76% in the over 21 years division. The CAS3 staff leaders had 19-21 years with 55% of their responses and a surprising 32% had over 21 years. The highest level of command was distributed about as would be expected. 76% of the the total respondents had

commanded at the battalion or higher level. The students about 90% in this category, the AWC faculty 74% and the CAS3 staff leaders were at 56%. The only other background data with discrimination was in the civilian education level. Over 80% of the total had masters degrees. The students were 84%, the AWC faculty 89% but the CAS3 staff leaders were only 69%.

The responses to factor 11, JOB SATISFACTION, from the total sample was over 95% in the positive factor categories. The results by the three sample populations as shown here:

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	86.6%	81.5%	81.2%
MINOR POSITIVE	11.9%	13.8%	10.6%
TOTAL PERCENTAGE	<u>97.5</u>	<u>95.3</u>	<u>91.8</u>

Factor 30. OPPORTUNITY TO LEAD, received over 94% positive responses from the total group. The three groups responses shown below reflect backgrounds and expectations of each group.

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	74.6%	61.5%	64.7%
MINOR POSITIVE	23.9%	24.6%	28.2%
TOTAL PERCENTAGE	<u>98.5</u>	<u>86.1</u>	<u>92.9</u>

The next factor to receive a large percentage of positive responses was number 49, SENSE OF PATRIOTISM. The total sample chose a positive response for this factor 93% of the time. The responses by group indicate slightly less strong feeling from the more senior AWC faculty.

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	60.0%	57.8%	62.4%
MINOR POSITIVE	36.3%	31.3%	28.2%
TOTAL PERCENTAGE	<u>96.3</u>	<u>88.1</u>	<u>90.6</u>

Factor 57, OPPORTUNITY TO MAKE A CONTRIBUTION TO THE ARMY, was the next strongest response with a percent positive response of 91.3%. The group breakout below shows a consistent trend but with a big reduction in the strength of feeling for the CAS3 group and more intense reaction from the students.

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	66.7%	60.9%	49.4%
MINOR POSITIVE	29.6%	26.6%	36.5%
TOTAL PERCENTAGE	<u>96.3</u>	<u>87.5</u>	<u>85.9</u>

POTENTIAL FOR INCREASED JOB RESPONSIBILITY, factor number 56 was the only other one to have a percentage of near ninety. The total responses for this comment was 89.9%. The trend within the groups continued to reflect the influence of the students being the largest sample. The strength of their responses brought it into the high category.

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	60.0%	49.2%	47.1%
MINOR POSITIVE	35.6%	36.9%	36.5%
TOTAL PERCENTAGE	<u>95.6</u>	<u>86.1</u>	<u>83.6</u>

The factor that evoked the largest percentage of negative responses was number 58, IMPACT OF BUDGET CUTS ON INDIVIDUAL SOLDIERS AND THEIR FAMILIES. The total sample responses indicated that 77.6% considered this factor to have a negative impact. The feeling was strongest from the CAS3 group and this might reflect a personal experience recently. The students by in large were not affected by

PCS delays because of the need for the school to start on a specific date and the AWC faculty experienced fewer moves in the last year.

	STUDENTS	AWC FACULTY	CAS3
STRONG NEGATIVE	38.1%	23.1%	44.7%
MINOR NEGATIVE	41.0%	41.5%	40.0%
TOTAL PERCENTAGE	<u>79.1</u>	<u>64.6</u>	<u>84.7</u>

The factor of OPPORTUNITY TO MENTOR, number 31, was of interest to the author and discussed in the total responses portion with 82.7% in the positive impact. The breakout by group is included here without comment to complete the previous thoughts.

	STUDENTS	AWC FACULTY	CAS3
STRONG POSITIVE	53.0%	41.5%	56.0%
MINOR POSITIVE	31.3%	29.2%	33.3%
TOTAL PERCENTAGE	<u>84.3</u>	<u>70.7</u>	<u>89.3</u>

The previous discussions to a degree represent the strength of bias of the student group due to its size of the total sample population. In order to identify any hidden strong factors in the other groups that might be repressed by the larger student group, the author searched out the strongest (number 1 or 5 answer) for each group. The response to factor number 11, job satisfaction, was the strongest for all groups and thus is not considered in addressing each group's largest percentage replies. As was expected the students' strong responses have already appeared. The CAS3 group also had its highest factor ,opportunity to lead, displayed. The AWC faculty unaddressed strongest response was a strong positive for factor number 16, MILITARY RETIREMENT BENEFITS. Although the total sample choose

this response 47.4% of the time, the faculty's percentage was 50.8. When the second positive response, minor impact, is added, the student group is highest with the CAS3 group third. This apparently reflects the fact that the students and AWC faculty are closer to the normal retirement period than the CAS3 group.

The other background type questions were cross tabulated with selected questions to provide more of an expansion capability to see how certain sub-groups might be influenced by this background. Only those factors that were considered remotely interrelated with the background status were run. As a result there may be some gaps and analysis is limited somewhat to trends. Some of these trends that the author found interesting are listed below.

Question number 1 looked at the responses according to the RANK of the individual. Factor 15, PROMOTION OPPORTUNITY, showed that the LTCs responding, the largest group, gave this factor a more positive rating (77%) than did the COL (63%) or the MAJs (50%). Although factor number 22, THE FIVE YEAR PROMOTION PLAN, was basically a neutral factor for the total sample, the LTCs responses gave it the only strong positives and 34 of the 40 minor positive responses. This probably reflects the fact that current LTCs have been affected on one or two of their promotions already and will be on their next opportunity. Another factor that was over 50% neutral for the total group had a slightly different trend for the LTCs. Factor 59, THE THREE YEAR LOCK-IN FOR FIELD GRADE PROMOTION, attracted over 45% negative comments from the LTC group and the COL group was 84% neutral.

The cross tabulation of Question 2, TIME IN SERVICE, provided a few insights with some of the factors. Factor 16, MILITARY RETIREMENT BENEFITS, was about 85% positive. Those with 24 or more years service rated this factor over 90% positive and those with 17 or less rated it over 90%. The lower numbers came in the 19-22 years range. Factor 17, MY MEDICAL BENEFITS, was above the average of 64% for the 17 years (78.1%), the 22 years (71.1%), and the over 24 years (73.3%).

Generally, the responses for factor 22, THE FIVE YEAR PROMOTION PLAN, became more of a neutral factor as years of service increased. The trend for factor 23, REASSIGNMENTS AT LEAST EVERY THREE YEARS, showed more positive responses as years of service increased. An indication of concern for a policy that directly affects a group is shown with factor 50, CENTRALIZED COMMAND SELECTION POLICY. Both the 17 year and the 23 year groups were much more positive about this policy than the average. Both of these groups were given, or will be given, the opportunity to command as a result of this policy.

The information from question 3, MARTIAL STATUS, provides some cross tabulation capability but did not reveal any significant trends. Question 4, CURRENT DUTY STATUS, has already been discussed.

The cross-tabulation by question 5, HIGHEST LEVEL OF COMMAND, highlighted three factor trends. Factor 15, PROMOTION OPPORTUNITIES, showed that although the total sample reflected less than 15% as a negative factor, 25% of those who had not commanded above the company-level rated it negative. The replies for factor 42, AVAILABILITY OF LEGAL ASSISTANCE, showed only 4% strong positive ratings but all of these came from former battalion commanders. The CENTRALIZED COMMAND

SELECTION POLICY, factor 50, was given a strong positive category by 20% of the battalion and higher commanders while the other categories rated it no higher than a minor positive or neutral.

Question 6, HIGHEST MILITARY EDUCATION LEVEL (MEL), and question 7, HIGHEST CIVILIAN EDUCATION LEVEL (CEL), although cross tabulated with many other factors, showed trends of interest with factors 12, USE OF MY MILITARY TRAINING, and 13, USE OF MY CIVILIAN TRAINING. The MEL 4, CGSC, level were more neutral than the average at using their civilian training while being strong positive in their response to using their military training. Those with Doctorate or professional degrees were much more positive in their use of civilian training (77% compared to 34% for the total). Although the use of military training as grouped by the civilian levels was very positive, the few negative responses were in the Bachelor's and Master's levels.

In looking at those factors related to Question 8, NUMBER OF FAMILY DEPENDENTS, most of the trends were expected. As the size of the family grows things such as pay, commissary, and schools become more extreme factors. One combination of concern to families of 3 or more members deals with factors 36, AVAILABILITY OF DOD DEPENDENT SCHOOLS, and 37, QUALITY OF DOD DEPENDENT SCHOOLS. These groups found the availability of DOD dependent schools to be a positive factor but the quality of these schools became a negative factor. Another area of concern with larger families is the situations of family housing including availability, quality, and assignment. Those families with 3 or more members were more negative than the total sample with factor 58, IMPACT OF BUDGET CUTS ON INDIVIDUAL SOLDIERS AND THEIR FAMILIES.

Questions 9, NUMBER OF OVERSEAS TOURS, and 10, NUMBER OF UNACCOMPANIED OVERSEAS TOURS, were looked at in conjunction with factors 24-OVERSEAS ASSIGNMENT PROCEDURES/POLICIES, 25-UNACCOMPANIED TOURS, and 26-OPPORTUNITY FOR TRAVEL FOR MYSELF AND MY FAMILY. Factor 24 became more positive than negative with 3 or more overseas tours but stayed balanced for all categories when looking at unaccompanied tours. Factor 25 approached a more negative than positive response as tours went to 3 or more. When tabulated with unaccompanied tours, factor 25 was balanced across the group but more negative than positive. Both categories of tours were very positive about factor 26 as the number of tours increased beyond one. The concern for DOD dependent schools showed the same trends as above. As number of tours increased, the availability was positive but the quality was negative.

Again, the reader is cautioned to remember that all results of this study have to be considered in context with the size and source of the sample. Generally speaking the replies to this survey instrument have shown the sample to be more positive than in similar surveys of previous Army War College classes.

CHAPTER III

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

To develop basic conclusions from all of these observations, it is necessary to revisit the hypotheses that were formed prior to constructing the survey and analyze the results. The hypotheses that drove the author to work on this study was that many of the programs and policies of the Army are perceived to be applied in such a way as to adversely affect attitudes and eventually retention of successful officers. The importance of identifying these attitudes are not only for the near term of retaining "good" officers but also in the long term of realizing that current successful officers are usually in a position to influence both junior officers as well as soldiers in making their career decisions. The sample population was by design relatively small and to a degree unique. The fact that each of the groups surveyed were proven performers in many and varied facets of the Army gives their responses an added creditability. The groups as

a whole and the students of the U.S. Army War College Class of 1987 in particular seem to be more positive in their replies than many other survey results. This fact also adds to the feeling that the trends developed in this study warrant reflection. The means chosen to capture the information and perceptions of the groups was a computer compiled survey. The instrument had 10 questions to establish some background on the participants in order to help in analysis of the responses. The information requested was generic enough to provide the desired assistance without disclosing individual identity. The remaining 51 responses were an evaluation of ideas, programs, and policies in the thought of them as factors toward contributing either positively or negatively for one to remain in the service. Each "factor" was to be rated on a scale of 1 to 5. One and two reflected strong and minor negative ratings. Three was used to indicate a neutral or no impact category. Four and Five were the minor and strong positive ratings.

The author has selected six factors with the highest percentage of positive responses to discuss. Additionally, the one factor with the highest negative response was presented. The final means of identifying potential concerns of the sample was provided by the written comments that about 12% of the respondents took the time to complete and turn in.

The factors that received the highest percent of POSITIVE replies are listed here in the order of how the sample rated them. The total

responses of minor and strong positive ratings (4&5) have been combined to get the percentages shown on the right.

#11-- JOB SATISFACTION	(96%)
#30-- OPPORTUNITY TO LEAD	(94%)
#49-- SENSE OF PATRIOTISM	(93%)
#57-- OPPORTUNITY TO MAKE A CONTRIBUTION TO THE ARMY	(91%)
#56-- POTENTIAL FOR INCREASED JOB RESPONSIBILITY	(90%)
#31-- OPPORTUNITY TO MENTOR	(83%)

The factors reflected seem to highlight a very important and desired attitude for a person to succeed in any professional vocation but definitely in the profession of arms. The range of respondents in terms of rank and years service were Major to Colonel with less than 17 years service to more than 24 years. Some of the conclusions that can be developed must consider both the restrictiveness of the population as well as their apparent patriotism and optimism in what they have been doing during the "prime" of their lives. The author was pleasantly surprised with the uniformity of the positive responses with these factors. The number of replies that came from officers that have been offered the opportunity to command at levels through battalion and some beyond, probably makes the above results reflective of those characteristics that are desired for our leaders. The major conclusion that the author can reach from these responses is that most of the surveyed programs and policies are perceived as being appropriate in both their concept and their implementation. Comments

#57 and #56 are very critical to be considered by the Army leadership. The need for motivated people to perceive that they are contributing and have increased responsibility is vital. Once an individual loses this feeling, he views his job differently and his performance suffers. The author feels that this loss of perception of esteem is a primary cause of the "Retired on Active Duty" syndrome.

The factor that received the greatest percentage of total negative responses was number 58, IMPACT OF BUDGET CUTS ON INDIVIDUAL SOLDIERS AND THEIR FAMILIES. Over 77% of the replies to this factor indicated that it was perceived as a negative contribution to retention. With the large number of previous commanders that were surveyed, the author concludes that the feeling for this factor probably reflects both individual impacts as well as those felt by other members of the Army. This is the one result of this study that stands out as an area that the Army leadership should consider in all reactions to fiscal difficulties. The parenthetical examples in the instrument included delayed promotions, PCS moves, pay raises, etc.. These are all things that are readily seen and felt by soldiers and could have contributed to the negative responses.

The final means of expressing discontentment was through the use of the additional comments written on the end of the survey instrument and returned with the mark sensed forms. There were a total of 34 sheets returned. Many had more than one comment on them. Although there was a complete spread of subjects addressed, the perceived potential problems outweighed the strong positive replies.

The first trend that was apparent was that the participants detect a change in status and treatment of the members of the Army today. This can be expressed as "I have had a successful and satisfying career in the Army but would be reluctant to encourage a young person today to do the same." the perception of "shabby treatment" by forces both inside and outside of the Department of Defense should be a red flag. The money that is no longer going to be available in the near future is going to result in many changes in policies that will appear as a negative to those on the receiving end. The increased need to better articulate the "whys" and "goals" is paramount. Some of the categories that prevailed were pay and benefits combined with the lack of support from the Congress. The fact that the survey was administered at the same time that the Congress had just voted themselves a 14% pay raise while the DOD cap was 3% may have caused some of this reaction. The perceived lack in comparative compensation to the civilian sector for the same amount of responsibility was evident. The reduction in real value of many of the former hidden benefits, medical, commissary, and retirement plans, is also a distraction. The biggest concern to the author came in the number of responses that indicated that there is a perceived double standard in the leadership in the realm of implementation of plans as well as in ethical actions from above. There were a number of examples of programs where the participants felt that only lip service was being paid by the senior people. These range from troop programs like BTMS to individual things such as counseling and promotions.

RECOMMENDATIONS

The recommendations from a study like this must be modest by design. The sample population was not only limited but unique and slightly atypical as discussed earlier. Nevertheless, the creditability of the group must be considered and their perceptions of value. As discussed in earlier chapters, the survey instrument was also limited and may have reflected the author's bias. Of course, the bias comment must be applied to the analysis and conclusions reached. The real value in this study lies in presenting a means to draw upon this select group of "successful" field grade officers. All of the recommendations are made to that end.

The first recommendation is really a commentary on what has been happening during the last 20 years or so. The Army should not run out and try to fix something that is not broken. Based upon the number of positive responses that were received for those things that should be of importance to us all, the senior leadership is promoting the right things.

The next consideration is in how the leadership and staffs react to fiscal budget cuts. The short term gains that were realized in 1986 by adjusting personnel policies may have had a long term loss. Individuals remember for a long time those things that are directly felt by them. This recommendation is actually in two parts. First,

we, the Army, need to do a better job of anticipating budget cuts and develop alternatives that are not short term. The second half of this recommendation is that when circumstances force short term solutions on us we must work very hard at educating the soldier as to why we are doing this and also make sure that the implementation is equitable.

The last recommendation is a plea to the leadership throughout the chain of command from the Chief of Staff to the squad leader. We use expressions such as "special trust" in many of our statements but our actions do not always reflect this feeling. There are a lot of good things going on in the Army today but in order to make them successful at the "worker" level there must be a perception of belief from the top on down. If we can not convince the generals that BTMS or footlocker counseling is a good enough concept for them to participate in, how can we make it a viable program to be supported at lower levels? Leaders are always more of what they do than they are what they say.

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OFFICER CAREER ISSUES SURVEY

On questions, 1-10, select the one answer pertaining to you which is correct, or most nearly correct. Please mark the corresponding block on the answer form with a #2 pencil only.

1. What is your current rank?

1--Major (O-4)	10
2--Lieutenant Colonel (O-5)	205
3--Colonel (O-6)	71

2. How many years of Active Federal Commissioned Service have you completed as of January 1987? (nearest full year)

1--17 years or less	24
2--18 years	26
3--19 years	43
4--20 years	52
5--21 years	47
6--22 years	31
7--23 years	21
8--24 years	11
9--More than 24 years	30

3. What is your marital status?

1-- Single, never married.	3
2-- Married for the first time.	228
3-- Remarried, was divorced.	35
4-- Remarried, was widowed.	2
5-- Legally separated.	5
6-- Widowed.	1
8-- Divorced.	10

4. What is your current duty status?

1-- War College Student.	135
2-- War College Faculty.	65
3-- CAS3 Staff Leader	85

5. What is the highest level of command that you have had? (Include current selection lists)

1-- Company/troop/battery.	61
2-- Battalion/squadron/or equivalent.	199
3-- Brigade or O-6 level.	19
4-- Not applicable.	6

6. What is your highest military education level?

1-- Basic Course (MEL 7)	3
2-- Advanced Course (MEL 6)	0
3-- Command and Staff College (MEL 4)	78
4-- Senior Service College Corresponding Studies (MEL 3)	7
5-- Senior Service College Selectee (MEL 2)	25
6-- Senior Service College Student/Graduate (MEL 1)	172

7. What is your highest level of civilian education?

1-- Some college but no degree	1
2-- Associate Degree	0
3-- Bachelor's Degree	41
4-- Master's Degree	231
5-- Doctorate Degree	7
6-- Professional Degree	6

8. Total number of family member dependents (spouse, children and others)?

1-- None	7
2-- One	30
3-- Two	49
4-- Three	111
5-- Four	57
6-- Five	15
7-- More than five	17

9. How many overseas tours have you had?

1-- None	5
2-- One	9
3-- Two	52
4-- Three	110
5-- Four	72
6-- More Than Four	36

10. How many unaccompanied overseas tours have you had?

1--None	23
2--One	112
3--Two	113
4--Three	31
5--Four	5
6--More Than Four	2

Using the 5-point scale below, please respond by selecting the statement that indicates how much influence each factor has on your decision to remain in the Army. Then mark the appropriate number on the answer form.

USE THE FOLLOWING SCALE:

- 1--Strong negative factor against my remaining in the Army.
- 2--Minor negative factor against my remaining in the Army.
- 3--Neutral factor/no impact upon my remaining in the Army.
- 4--Minor positive factor for my remaining in the Army.
- 5--Strong positive factor for my remaining in the Army.

11. Job satisfaction.

- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 3 |
| 2--Minor negative factor | 6 |
| 3--Neutral factor/no impact | 3 |
| 4--Minor positive factor | 34 |
| 5--Strong positive factor | 239 |

12. Opportunity to use my military training.

- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 2 |
| 2--Minor negative factor | 10 |
| 3--Neutral factor/no impact | 71 |
| 4--Minor positive factor | 117 |
| 5--Strong positive factor | 86 |

13. Opportunity to use my civilian training.

- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 6 |
| 2--Minor negative factor | 21 |
| 3--Neutral factor/no impact | 159 |
| 4--Minor positive factor | 73 |
| 5--Strong positive factor | 26 |

14. Military pay and allowances.

- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 7 |
| 2--Minor negative factor | 40 |
| 3--Neutral factor/no impact | 43 |
| 4--Minor positive factor | 146 |
| 5--Strong positive factor | 50 |

15. Promotion opportunities.

- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 15 |
| 2--Minor negative factor | 27 |
| 3--Neutral factor/no impact | 36 |
| 4--Minor positive factor | 113 |
| 5--Strong positive factor | 94 |

16. My military retirement benefits.	
1--Strong negative factor	3
2--Minor negative factor	12
3--Neutral factor/no impact	26
4--Minor positive factor	110
5--Strong positive factor	135
17. My medical benefits.	
1--Strong negative factor	11
2--Minor negative factor	27
3--Neutral factor/no impact	64
4--Minor positive factor	106
5--Strong positive factor	75
18. Current dependent family member medical benefits.	
1--Strong negative factor	29
2--Minor negative factor	49
3--Neutral factor/no impact	77
4--Minor positive factor	81
5--Strong positive factor	49
19. My dental benefits.	
1--Strong negative factor	12
2--Minor negative factor	20
3--Neutral factor/no impact	100
4--Minor positive factor	106
5--Strong positive factor	47
20. Dependent family members dental benefits.	
1--Strong negative factor	57
2--Minor negative factor	74
3--Neutral factor/no impact	83
4--Minor positive factor	48
5--Strong positive factor	22
21. The military pharmacy benefits.	
1--Strong negative factor	8
2--Minor negative factor	23
3--Neutral factor/no impact	146
4--Minor positive factor	84
5--Strong positive factor	25
22. The five year plan of year group promotion windows promulgated in DOPMA legislation.	
1--Strong negative factor	11
2--Minor negative factor	32
3--Neutral factor/no impact	191
4--Minor positive factor	40
5--Strong positive factor	9
23. Reassignments at least every three years.	
1--Strong negative factor	20
2--Minor negative factor	61
3--Neutral factor/no impact	95
4--Minor positive factor	94
5--Strong positive factor	16

24. Overseas assignment procedures/policies	
1--Strong negative factor	11
2--Minor negative factor	43
3--Neutral factor/no impact	156
4--Minor positive factor	63
5--Strong positive factor	12
25. Unaccompanied tours.	
1--Strong negative factor	58
2--Minor negative factor	100
3--Neutral factor/no impact	103
4--Minor positive factor	10
5--Strong positive factor	4
26. Opportunity for travel for myself and my family.	
1--Strong negative factor	2
2--Minor negative factor	9
3--Neutral factor/no impact	42
4--Minor positive factor	175
5--Strong positive factor	57
27. Interpersonal relationships/friendships that I have made in the military.	
1--Strong negative factor	1
2--Minor negative factor	1
3--Neutral factor/no impact	58
4--Minor positive factor	115
5--Strong positive factor	110
28. Possibility of 4 or 5 years assignment tours.	
1--Strong negative factor	6
2--Minor negative factor	37
3--Neutral factor/no impact	125
4--Minor positive factor	88
5--Strong positive factor	29

USE THE FOLLOWING SCALE:

- 1--Strong negative factor against my remaining in the Army.
- 2--Minor negative factor against my remaining in the Army.
- 3--Neutral factor/no impact upon my remaining in the Army.
- 4--Minor positive factor for my remaining in the Army.
- 5--Strong positive factor for my remaining in the Army.

29. Civilian Degree programs (Bootstrap and Advanced Degree).	
1--Strong negative factor	5
2--Minor negative factor	6
3--Neutral factor/no impact	139
4--Minor positive factor	80
5--Strong positive factor	56

30. Opportunity to lead.	
1--Strong negative factor	2
2--Minor negative factor	1
3--Neutral factor/no impact	14
4--Minor positive factor	72
5--Strong positive factor	196
31. Opportunity to mentor.	
1--Strong negative factor	1
2--Minor negative factor	1
3--Neutral factor/no impact	47
4--Minor positive factor	89
5--Strong positive factor	146
32. TDY per diem payment procedures.	
1--Strong negative factor	30
2--Minor negative factor	83
3--Neutral factor/no impact	154
4--Minor positive factor	17
5--Strong positive factor	2
33. Commissary system.	
1--Strong negative factor	4
2--Minor negative factor	19
3--Neutral factor/no impact	110
4--Minor positive factor	126
5--Strong positive factor	26
34. Post exchange system.	
1--Strong negative factor	5
2--Minor negative factor	28
3--Neutral factor/no impact	132
4--Minor positive factor	103
5--Strong positive factor	18
35. Officer club system.	
1--Strong negative factor	22
2--Minor negative factor	53
3--Neutral factor/no impact	161
4--Minor positive factor	42
5--Strong positive factor	8
36. The availability of DOD schools overseas.	
1--Strong negative factor	15
2--Minor negative factor	43
3--Neutral factor/no impact	134
4--Minor positive factor	76
5--Strong positive factor	17

37. The quality of DOD schools.	
1--Strong negative factor	32
2--Minor negative factor	66
3--Neutral factor/no impact	133
4--Minor positive factor	45
5--Strong positive factor	9
38. Availability of on post family housing.	
1--Strong negative factor	29
2--Minor negative factor	50
3--Neutral factor/no impact	94
4--Minor positive factor	87
5--Strong positive factor	26
39. Quality of on post family housing.	
1--Strong negative factor	38
2--Minor negative factor	94
3--Neutral factor/no impact	74
4--Minor positive factor	64
5--Strong positive factor	14
40. Housing assignment policies.	
1--Strong negative factor	30
2--Minor negative factor	82
3--Neutral factor/no impact	130
4--Minor positive factor	38
5--Strong positive factor	6
41. Size of quarters and its relationship to family size/ages.	
1--Strong negative factor	52
2--Minor negative factor	97
3--Neutral factor/no impact	92
4--Minor positive factor	35
5--Strong positive factor	10
42. Availability of legal assistance.	
1--Strong negative factor	1
2--Minor negative factor	7
3--Neutral factor/no impact	181
4--Minor positive factor	89
5--Strong positive factor	8
43. Implementation of the Joint Travel Regulations (JTR).	
1--Strong negative factor	14
2--Minor negative factor	37
3--Neutral factor/no impact	197
4--Minor positive factor	35
5--Strong positive factor	3
44. Program for qualified student travel to visit parents stationed overseas.	
1--Strong negative factor	4
2--Minor negative factor	10
3--Neutral factor/no impact	150
4--Minor positive factor	100
5--Strong positive factor	21

45. Opportunity for inexpensive space "A" travel.
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 1 |
| 2--Minor negative factor | 5 |
| 3--Neutral factor/no impact | 142 |
| 4--Minor positive factor | 114 |
| 5--Strong positive factor | 24 |
46. Availability of guest house/transient billeting while traveling.
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 4 |
| 2--Minor negative factor | 20 |
| 3--Neutral factor/no impact | 156 |
| 4--Minor positive factor | 91 |
| 5--Strong positive factor | 15 |
47. Availability of family support programs (ACS, Child Care, Joint Domicile, Exceptional Family Member, etc).
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 2 |
| 2--Minor negative factor | 7 |
| 3--Neutral factor/no impact | 179 |
| 4--Minor positive factor | 81 |
| 5--Strong positive factor | 17 |
48. Priority assignment of family members for Department of the Army civilian employment.
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 7 |
| 2--Minor negative factor | 17 |
| 3--Neutral factor/no impact | 194 |
| 4--Minor positive factor | 52 |
| 5--Strong positive factor | 16 |
49. Sense of patriotism.
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 2 |
| 2--Minor negative factor | 1 |
| 3--Neutral factor/no impact | 18 |
| 4--Minor positive factor | 93 |
| 5--Strong positive factor | 172 |
50. Centralized command selection policy.
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 6 |
| 2--Minor negative factor | 20 |
| 3--Neutral factor/no impact | 102 |
| 4--Minor positive factor | 101 |
| 5--Strong positive factor | 57 |
51. Senior leadership treatment of officers identified as "not having general officer potential".
- | | |
|-----------------------------|-----|
| 1--Strong negative factor | 40 |
| 2--Minor negative factor | 75 |
| 3--Neutral factor/no impact | 151 |
| 4--Minor positive factor | 12 |
| 5--Strong positive factor | 7 |

52. Monetary allowances for moving (dislocation, TLA, etc.).	
1--Strong negative factor	65
2--Minor negative factor	103
3--Neutral factor/no impact	64
4--Minor positive factor	39
5--Strong positive factor	13
53. Moving weight allowances as allocated by rank.	
1--Strong negative factor	43
2--Minor negative factor	87
3--Neutral factor/no impact	110
4--Minor positive factor	40
5--Strong positive factor	6
54. Moving damage claims system.	
1--Strong negative factor	54
2--Minor negative factor	97
3--Neutral factor/no impact	97
4--Minor positive factor	29
5--Strong positive factor	7
55. The moral and ethical climate in the military.	
1--Strong negative factor	6
2--Minor negative factor	24
3--Neutral factor/no impact	50
4--Minor positive factor	132
5--Strong positive factor	74
56. Potential for increased job responsibility.	
1--Strong negative factor	4
2--Minor negative factor	9
3--Neutral factor/no impact	16
4--Minor positive factor	104
5--Strong positive factor	153
57. Opportunity to make a contribution to the Army.	
1--Strong negative factor	3
2--Minor negative factor	9
3--Neutral factor/no impact	13
4--Minor positive factor	88
5--Strong positive factor	172
58. Impact of budget cuts on individual soldiers and their families (i.e. delayed promotions, PCS moves, pay raises, etc.)	
1--Strong negative factor	104
2--Minor negative factor	117
3--Neutral factor/no impact	52
4--Minor positive factor	8
5--Strong positive factor	4

59. The 3-year lock-in for field grade promotion.

1--Strong negative factor	36
2--Minor negative factor	66
3--Neutral factor/no impact	165
4--Minor positive factor	13
5--Strong positive factor	5

60. Application of the awards system for Majors through Colonels.

1--Strong negative factor	17
2--Minor negative factor	48
3--Neutral factor/no impact	204
4--Minor positive factor	13
5--Strong positive factor	3

61. Family attitude toward the Army.

1--Strong negative factor	12
2--Minor negative factor	41
3--Neutral factor/no impact	55
4--Minor positive factor	100
5--Strong positive factor	76

OFFICER CAREER ISSUES SURVEY

COMMENT SHEET

Please record here any comments on issues not addressed that are factors to your remaining in the Army.

WRITTEN COMMENTS RETURNED WITH THE SURVEY

All of the written comments have been included. They have been grouped into the two major groups that they were received from, CAS3 and USAWC student and faculty. The two groups are the smallest separation that could be made due to the collection procedure and the desired anonymity that would promote frankness. I have ordered them as they were returned without any effort to rank order or group according to interests. The groups that the comments gave from may or may not give some insight to the comment.

CAS3 RETURNS :

1-- The Army medical department provides poor service at best-- a cluster of incompetents.

2--Limited opportunities (promotion, schooling, jobs) for senior officers who haven't commanded at battalion level (an expansion of #56-potential for increased job responsibility).

3--Where have all the warriors gone?

Is the Navy or Air Force "doing more with less" or are they just smarter on getting things and people for their missions from the "Hill"

4--Hale Koa rate structure, while not affecting my career decision, has become a strong irritant. As a LTC it is cheaper to stay at several adjacent hotels.

5--The ability to be able to work with soldiers, exercise in the field etc. as opposed to having a desk job.--STRONG POSITIVE

The fact that if you and your boss have a "personality conflict" either you or he will rotate whereas in a civilian job you may be stuck for a long while.--MINOR POSITIVE

The respect, special trust and confidence, normally associated with being an Army Officer.--STRONG POSITIVE

6--There are many positives about a career in the Army, but the single most disconcerting issue is the apparent double standard senior (Field Grade through General) commanders promulgate in the implementation of Army initiatives/changes. Many of the initiatives observed include but are not limited to the following:

BTMS

Equal Opportunity

Race Relations

Soldier Caring

Footlocker Counselling

USR Redirection

New OER Systems

Soldier and NCO Professional Development

Junior Officer Professional Development

Modern Management Techniques

7--Retirement benefits are very important. Those who have been in for over 15 years most likely looked to good retirement benefits and will probably get most promised when they started. New soldiers will not have the same thing to look forward to.

Pay is a big heartache now when we, the military, get 3% and our Lawmakers are most likely going to get 14% or more.

8--Travel allowances have not kept up with the cost of TDY and soldiers system is 10 years behind the DA Civilian levels --disparity in allowances between soldiers and civilians contributes immensely to perceptions and attitudes of green suiters toward civilians --this is also true of overseas housing allowances, TLA, etc.(makes for bitter feelings and civilians aren't the cause, only the target!).

When budget cuts come, personnel arena is the first to take the brunt of \$ cuts --PCS, promotions, pay raises, officer cuts --yet Congress continues to pass their own monetary increase. The lack of stability in the system (potential for RIF's, 2-3 years on a promotion list, being jerked around, PCS off/on/off again- losing an

assignment, etc.) is the biggest reason that I would not recommend the military as a career in this day and age.

The steady decrease in benefits, both during active duty and upon retirement is the second biggest detractor from military service as a career -- medical, dental, cost/living increases, VA & GI Bill etc..

9--Like the people who make up our Army!

Like the challenge.

Appreciate the fact that service to country is not only enjoyable but that it allows for enjoyment of a family as well.

10--lack of General Officer "buy in" of weight control, Airland Battle, light Division, Counseling/mentoring etc.-STRONG NEGATIVE

Opportunity to do what I want in an area that I plan to live in the future. --MINOR POSITIVE

11--Single Parent category was not specified.

12--I feel very strongly about the bad effects of low pay, TDY, per diem, etc.. I lose a lot of money on every move and I don't like that. I feel that I'm treated poorly when in transit. My family lives out of a suitcase for weeks! I feel that I'd rather have the money than some alleged commissary, PX, or dental benefit. The family is second class in the Army for all of its rhetoric. I enjoy

the Army and its challenges but I feel that my family and I get screwed every two-three years. Money is a big issue for me now. Primarily because of its effect on my family. How long would a corporation keep an executive if they treated him like we are treated on moves and TDY? I don't mind going overseas. I don't mind moving. I do mind shabby treatment and losing money.

AWC RETURNS--STUDENTS AND FACULTY COMBINED

13--Comment 61 is a key one -- if my family didn't like military life, I would not be here. My country is first, my family is next, the Army comes after those.

14--In general, I enjoy the security for my family and the friendships established over the years. The attitudes (positive in general) also are a positive influence on me. I have more confidence in my military contemporaries than in civilian friends. I've enjoyed being a commander at all levels through battalion. CHAMPUS is inconvenient and a big hassle, especially for those of lower ranks. The program needs improvement. I'm a little hot over letting the old GI Bill run out on us.

Sometimes we work too hard to get as little accomplished. The Army has too many programs; many of which are detractors from training, i.e. CDAAC, last minute training schedule changes, and requirements

developed by staff officers to cover them. The army has more requirements than time and is letting paperwork get totally out of hand -- there is too much already and anyone can generate another requirement.

15--The future leaves very much to be desired. The unknown of: how little will pay raises be, what will be left of retirement benefits, what GI Bill educational benefits will be available, how long to wait for the next promotion, what other cuts on PCS costs will be made? It is getting tougher to be a recruiter and mentor, when the so-called benefits are eroding ! I did not join and am not staying in for the money, but it sure is getting harder with everything (it seems) closing in, only the people make it bearable.

16--Isolation from the problems/needs of aging parents is becoming a serious problem for me. If I face another overseas assignment, I'll probably have to retire rather than accept orders. Communicating this to MILPERCEN seems difficult, and of course there are no guarantees in any case.

17--There is a difference between 'careerism' and wanting to be properly recognized through timely promotions. Should my selection to O-6 be delayed too long, I will not stick around.

I dislike my family separation intensely. I "road run" between here and DC; DA could just have easily sent me to one of my first two SSC choices, ICAF or NDU. I'm extremely unhappy being here.

The higher up I go, the worse the ethical climate. I'm witnessing arrogance, "holier-than-thou", "they won't catch me", attitudes here more than in any other single previous assignments. We speak one thing out of one side of our mouths and we act entirely different. "Do as I say, not as I do" is wrong.

18--# 28--The 4-5 year tour depends on the job. If I am in good ones my response would be positive and just the opposite if I'm in a bad position. A bad position for me is one where I am not responsible and am in essence an action officer. I like to be in charge.

#35--I think the club system is important but it is not an overriding factor. If the system is fixed and provides better services it might again become important.

#52-54--These (moving comments) are things I feel I am due me because the Army moves me. Generally I feel the compensation is inadequate and the damage reimbursement system is cumbersome and difficult to process claims.

19-The major issue is financial incentives after 20 and especially after 26.

Once going over 20 and "earning" PX, Commissary, Medical Care benefits--these cease really to be the issues they were before.

Might want to address "ticket Punching" separation of career-enhancing from career degrading assignments etc..

20--Some POSITIVE THINGS--Camaraderie-which goes beyond # 27.

--A feeling of being special; when I was a lieutenant, there were not many women in uniform; today there are fewer than a dozen Army O-6.

--The Supreme Court decision of the 70's that made it possible for me to come back in the Army with dependent child (I had a 4+ year break because of previous Army policies).

21--My philosophy can best be summed up by stating that I didn't join the Army for the pay or benefits. I joined to be a soldier with patriotism as my prime motivation. 19+ years hasn't changed my motivation. I feel fortunate to have gone as far as I have and will continue to serve as long as I can contribute, retain good job satisfaction and meet Army standards.

22--# 52-52: It is absolutely criminal the way military personnel are treated during PCS moves.

23--Joint Assignments-MINOR NEGATIVE

Expense of an assignment to MDW--MAJOR NEGATIVE

Uncertainty of promotions --MINOR NEGATIVE

24--# 36 (DOD Schools) is a red herring. The answer you get will not accurately reflect the feelings of most folks because the right answer is available. The availability of DOD schools overseas probably plays little, if any, role in decisions to remain in

service--people expect them to be there. If they weren't there it would be a major factor. Many folks would never join or would get out early rather than subject their children to the prospect of repeatedly having to go to foreign schools or face family separation at every overseas tour. This question is very much like asking, "Does the fact that the Army has not elected to kill one male child in every family influence you to remain?"

25--The service has been very satisfactory for my interests and inclinations for service. I have been able to successfully raise a productive and alert family, and my wife has thrived on the life. BUT--It would be incorrect to use my case as an indicator of "job satisfaction" or career-retention for the 80's and beyond, because due to inflation, unrealistic pay/allowances and changes to benefits, I would be hard-pressed to encourage a young man/woman, with other options open to them, to a career in the military service today. My grown son (2/LT Armor, Ranger, Airborne, RA, etc.) has expressed privately to be that even with his enthusiasm and ability, he will probably leave the service at the first opportunity because he has seen the difficulties his folks have had in building an estate and educating their children on Army pay and with Army "personnel policies in action". These are some things that the Army should look at:

-TDY/travel expenses should be reimbursed at competitive rates with industry.

-JTR restrictions (save the gold flow) are unrealistic and in many cases wind up costing the Army more than any \$ moving into the hands of foreign carriers.

-Dental/medical services are not adequate for families insurance is a poor substitute for full funding.

-Arbitrary PCS's are dumb-we need to look at better ways to move our people (and only when necessary).

-PX/commissary are more costly than they should be- this benefit is only a benefit in remote locations. Where there is a Sears, Giant, K-Mart, etc. there are very few savings to be had at base facilities. Also gasoline --why price cheap gasoline at "average local prices " minus 2 cents,when it could be sold at cost plus 1 or 2 cents?

We should establish some form of vesting for our less than 20 year people--would be very attractive to talented young people who are turned off by having to endure 20 years for some kind of payoff.

-There should be a very long look at tenure/executive wage scales. Why should a 30 year retirement be mandatory? What industry arbitrarily retires most of its middle/senior managers at age 50-53? Why not look at some form of extended service while still providing the Army a means to be selective in the retention policies. 20 years for statutory retirement yes, but open-ended retention for senior officers/ NCO if you have a job, stay on or be retired for lack of job, or some other formula.

-With the Congress in the mood it's shown by recent legislation on interest to the Army, we should take more notice of the unavoidable fact that the vast majority of our Representatives and Senators never saw service in uniform, and are all the more prone to look at Defense as a sideshow to domestic programs. Personnel policies have reflected this view, and it is not a very healthy state of affairs. Active measures to raise the sensitivity of our legislators should be a high priority task in the Army.

26--I hear of a number of plans and policies that have been designed to assist in retention, etc., but I don't believe the GO and Army are fully behind them. The US Army has talked a lot but has not backed it up with action and deeds!

Reflect:

promotions

selections

positions of non-selects

family programs -- no funds

atmosphere to fail -- how many are here?

loyalty --RIF? /early out for O-6's ?

Ethics-- a joke

27--Health care in general is a big benefit, but I would not be concerned if we didn't have them provided we receive appropriate pay offsets or a suitable alternative plan is available. Much of

civilian industry has as good a plan without all the hassles.

The same is true for PX/Commissary benefits. We in the military take it in the ear because of our inability to invest in a family home and the fact that our kids are jerked from one school system to another and all of them are different. Housing cost could be offset by allowing military members double value for personal deductions on income tax.

28--Simply pay people commensurate with their responsibilities, ie, comparable to civilians and you can take the PX, Commissary, Post housing, etc. and discontinue them, thus saving the operation and maintaining expenses.

29--Assignment of officers to short tour assignments is not equitable and MILPERCEN has done nothing to correct it.

Micro-management of the Army from our Senior military and Civilian leaders bothers me.

Army officer promotion time frames as compared to USAF deserve attention and have a STRONG NEGATIVE impact on my remaining in the Army.

The lack of a coherent and consistent national strategy for the US Army points to a failure in the Army's leadership. This aspect has MINOR NEGATIVE impact on me remaining in the service.

30--# 60 (awards system) It has always amazed me that Staff Officers working at the Pentagon can get a LOM for pushing papers but Bn Cdrs only get an MSM for all their efforts.

31--Other issues: -Training for post retirement career opportunities.

-Pay relative to civilian counterparts.

-Retirement benefits per se.

32--Housing and moving for large family is the thing that may drive me out. As long as job satisfaction hold I'll be all right but if it drops I'm gone.

33--Many of the factors listed to which I responded neutral/no impact are, in fact, irritants. They do not, however, give me cause to say this has a negative /positive impact on why I am staying in the Army. I stay in the Army because I enjoy what I'm doing and have fun doing it. Also, I feel that I am a contributor to making our Army a better place to live and work. When either of these ceases to be true, then I will seek other employment.

34--# 23-Believe we can save money for use on other Army Programs, enhance performance of most soldiers in their job by extending the length of tours to 4,5,6 years.

25-Unaccompanied tours are simply unattractive but something that must exist, i.e. Vietnam.

32-Compare the TDY/per diem of soldiers to DA Civilians and/or Congressmen and tell me what is fair about it--we're getting screwed and our folks make less and need it more. Often times it costs us to go TDY to do Army business and that is not right!

43-JTR implementation-same comment as above, plus the JTR or law says on PCS for dislocation allowance you get 2 months of quarters allowance BUT there wasn't enough money to pay it --that is a crying shame!! Very poor to authorize something in a law and then not have money to pay for it.

44-Qualified student travel- one large discrepancy in the JTR is that it fails to authorize travel for dependents who are 21 plus years of age and college students i.e. not authorized to draw travel pay but are authorized dependents for everything else. This needs to be fixed. A legal dependent/family member ought to get paid regardless of age.

51-Passed over Col. often times are offered assignments which force them to retire--a system weakness more times ought to be spent offering options versus ultimatums to this select group that has served their country 23+ years.

52-Same as 43 above.

53-Very hard to own anything good with 2-3 children and move within the weight allowance--compare ours to Congress (short term and non-professionals) and then judge.

54-The amount which we can claim is inadequate and before they'll pay you for loss etc. you must first go to your insurance Co. who charges premiums based on frequency moves and claims-so in fact we, those who can afford household insurance coverage are getting another raw deal.

58-Same as 43 above dislocation allowance plus slower promotions because of a cut back is a shame- then look at the immense pay raise for Congress in the budget and we get a mere 3% raise, have a 1% officer cut and promotion at a snails pace.

59-If we treated people right as explained in my disgruntled comments above, then people would stay after a promotion and we wouldn't need a three year lock-in.

END

9-87

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